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THESIS

U.S. ARMY RECRUITER INCENTIVES: COMPARISON, EVALUATION, AND POSSIBLE ALTERNATIVES

by

Cord H. Luby

March 1999

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This thesis examines the current recruiter incentives used by all four military services to help identify if any best practices exist that could be incorporated by USAREC. Due to the challenging recruiting environment in the late 1990s, meeting accession goals has become increasingly difficult. Efforts to increase recruit accessions have included increased budgets for advertising, bonuses, and the number of recruiters. In an effort to explore less costly initiatives to increase accessions, the United States Army Recruiting Command (USAREC) is looking into improving recruiter productivity through improvements to their current recruiter incentive program.

Findings from this study indicate that most of the similarities in awards given to recruiters are for individual point or mission achievement among all services. The Navy places the most emphasis on the team concept, while the other services focus more on individual performance. The recruiter of the year is an award category strongly emphasized by top leadership in all services. Findings also indicate the Army and the Navy reward recruiters for reducing recruit attrition through graduation from bootcamp and the Navy and Marine Corps recognize a special category for superior performance. In general, current incentives appear to motivate some recruiters to increase performance. However, identification of best practices requires a model of recruiter behavior along with empirical estimates that would indicate how recruiter behavior responds to various factors, including current and alternative incentives.

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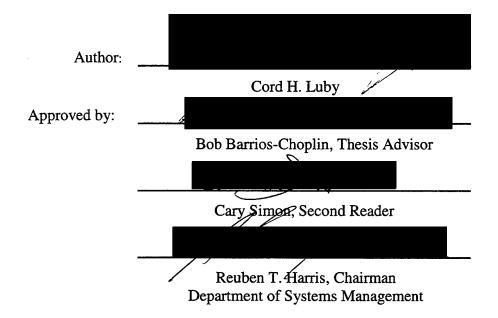## U.S. ARMY RECRUITER INCENTIVES: COMPARISON, EVALUATION, AND POSSIBLE ALTERNATIVES

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LIST OF ACRONYMS

ACASP	Army Civilian Required Skills Program
AFCM	Air Force Commendation Medal
AFQT	Armed Forces Qualification Test
AGR	Active Guard/Reserve
AMEDD	Army Medical Department
AOC	Area Commander
ARMS	Automated Recruit Management System
ASVAB	Armed Services Vocational Aptitude Battery
AVF	All Volunteer Force
CG	Commanding General
CLOs	Campus Liaison Officers
CMC	Commandant of the Marine Corps
CNP	Chief of Navy Personnel
CNRC	Commander, Navy Recruiting Command
CO	Commanding Officer
CONAP	Concurrent Admissions Program
CSA	Chief of Staff of the Army
DEP	Delayed Entry Program/Pool
DTP	Delayed Training Program
EAD	Extended Active Duty
GCA	High School Graduate or Currently Enrolled High School Senior in Category I-IIIA for the Army Reserve
GSA	High School Graduate or Senior in Category I-IIIA for the Regular Army
GSB	High School Graduate or Senior in Category IIIB for the Regular Army
HSDG	High School Diploma Graduate
HQ AFRS	Headquarters, Air force Recruiting Service
HQ MCRC	Headquarters, Marine Corps Recruiting Command
IMA	Individual Mobilization Augmentee
IRR	Inactive Ready Reserve
JAG	Judge Advocate General
LOC	Letter of Commendation
LPN	Licensed Practical Nurse
LPSC	Limited-Production Station Commander
LTC	Leads Tracking Center
MCA	Marine Corps Association
MEOP	Musician Enlistment Option Program
MG	Mental Group
MOS	Military Occupational Specialty
NAM	Navy and Marine Corps Achievement Medal
NCM	Navy and Marine Corps Commendation Medal
NCO	Non-commissioned Officer
NCOIC	Non-commissioned Officer in Charge
NET RES	Net Reservation
NPS	Non-Prior Service

NRD	Navy Recruiting District
NRS	Navy Recruiting Stations
OCS	Officer Candidate School
OPO	Officer Programs Officers
OPSC	On-Production Station Commander
OTS	Officer Training School
PS	Prior Service
PVM	Point Value Multiples
PVT	Point Value Target
QSN	Quota Serial Number
RA	Regular Army
RDAC	Recruiting District Assistance Council
REIP	Recruiting Excellence Incentive Program
RG	Recruiting Group
RINCs	Recruiters-in-Charge
ROTC	Reserve Officer Training Corps
RS	Recruiting Station
RS	Recruiting Service
RSM	Recruit Ship Month
RSO	Recruiting Services Operations
SDAP	Special Duty Assignment Pay
STARR	Specialized Training for Army Reserve Readiness
TPU	Training Program Unit
TWO	Technical Warrant Officer
USAR	United States Army Reserve
USAREC	United States Army Recruiting Command
WOFT	Warrant Officer Flight Technician

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I.   INTRODUCTION

A.   PURPOSE

This thesis provides a comparative analysis of the recruiter incentive systems currently used by all U.S. military services at the national level. This will provide a foundation to better understand how the different services are attempting to motivate their recruiters towards higher productivity. Additionally, the thesis considers alternative approaches to those used for the past 20 years for improving recruiter motivation and productivity. The overall goal is to help identify different recruiter incentive practices which may lead to improved recruiter productivity and provide possible alternatives to address today's challenging recruiting environment.

B.   RESEARCH QUESTIONS

Primary

1. What are similarities and differences among the current U.S. military services' recruiter incentive programs?

Secondary

1. How do the various incentives compare in terms of what is offered?

2. How do the services evaluate the effectiveness of their recruiter incentive programs?

3. What are possible alternatives to improve recruiter incentive programs?

C.   SCOPE, LIMITATIONS, AND ASSUMPTIONS

This thesis evaluates recruiter incentive programs from the four military services. This study is part of a larger study concerning military recruiter incentive systems aimed at the final goal of identifying best recruiter incentive practices. The study compares incentive systems among the four services, particularly in terms of identifying rewards

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used by each service to motivate its recruiters to meet and exceed quantity and quality requirement goals.

The thesis is limited to formal incentive programs only, i.e., the instructions, regulations, policies and approved practices according to the four national headquarters. Local best practices and the degree to which local incentive programs influence recruiter behavior is beyond the scope of this thesis.

D.   LITERATURE REVIEW

This study is a extension and continuation of a study conducted by Carole Oken and Beth J. Asch of the RAND Corporation published in 1997 entitled "Encouraging Recruiter Achievement, A Recent History of Military Recruiter Incentive Programs." They described recruiter incentive plans in each service and how they have changed over time. The significance of their study is the historical perspective presented on incentive programs as well as the many changes made by each service as they searched for the best practices and programs to maximize recruiter productivity.

E.   BENEFITS OF THIS STUDY

This thesis updates a slowly evolving array of service programs designed to motivate service recruiters at a time when most services are not reaching their recruiting goals. The purpose is to identify and compare different practices and to assess their potential for improving recruiter productivity. Additionally, it will highlight possible alternatives to the current programs and recommend possible changes to incentives to close the gap of recruiting shortfalls.

F.   ORGANIZATION OF THE THESIS

Chapter II describes the background of recruiter incentive programs. Chapter III provides a literature review based on motivation theory. Chapter IV discusses the methodology used in the study. Chapter V presents the data collected on current incentive programs obtained through instructions, regulations, and interviews, and compares the services' incentive awards along with a summary of findings. Chapter VI provides recommendations and areas for further research.

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II.   BACKGROUND

A.   THE RECRUITING PROBLEM

For many demographic, economic, and social reasons, meeting recruiting goals has become extremely difficult. For the first time in decades the two largest services, the Army and the Navy, missed their annual goal in 1998. The Army reached 99 percent of its numeric goal, missing its objective by 776 individuals, while the Navy achieved 88 percent of its mission, realizing a shortfall of 6,892 recruits (American Forces Press 1998). Many initiatives designed to increase accessions in this challenging environment are expensive, such as additional advertising, recruiters, and offices. Because of the large expenses involved with these types of initiatives, other less costly approaches need to be investigated. One such initiative is to improve recruiter productivity.

B.   THE ALL-VOLUNTEER FORCE

In 1973 the draft ended and all services made the transition to what is known as the "All-volunteer Force" (AVF). With the elimination of the draft a new methodology to bring in recruits had to be adopted. The Pentagon pushed an intense campaign to get the word out about the benefits of military service to potential recruits. Additionally, the services increased current pay and benefits to its service members and upgraded facilities. They changed old policies and did everything they could to show that military service was an exciting and desirable career option. All these changes came with a hefty price tag, but a price that our government was willing to pay and continues to pay today. Over the past 25 years the AVF has been tested and engaged in numerous operations world wide and has met these challenges with great success. Today's military leaders often state that our country has the most powerful, most capable, and best trained military in

the world. However, maintaining the readiness and capability of our AVF has recently become increasingly difficult.

C.   RECRUITING IN TODAY'S ENVIRONMENT

In addition to the pay and benefits offered for service in the military, history has shown that the efforts by the services' recruiters have played an important role in recruiting the number of individuals congressionally mandated each year. However, in the past few years recruiters have found it harder and harder to recruit the high quality individuals desired and the number of recruits needed to maintain the force. Individuals are considered to be high quality if they score in the top 50th percentile on the Armed Forces Qualification Test (AFQT). An editorial titled "Of Duty and Country," published in the *Miami Herald*, 30 November 1998, stated that in 1998 Pentagon officials cited they were overall about 35,000 personnel short. For the first time since the AVF in 1973, the Navy missed its recruiting goal, falling 6,892 sailors short. Although the other services didn't suffer the severity of the Navy's problem, they are experiencing difficulties in recruiting. In an article titled "Military Recruiters Losing War At Home," published in the *Baltimore Sun*, 3 November 1998, Tom Bowman reported that for the fourth time in 25 years, the Army missed its recruitment goal by approximately 800 soldiers. The article also stated that the Air Force and the Marine Corps, which are the two smallest services, met their recruitment goals in 1998 but attracting recruits is becoming harder for them as well. However, an editorial in *USA TODAY*, 8 February 1999 stated that faced with the prospect of a major shortfall in recruiting, the U.S. Air Force is quadrupling its advertising budget to $76 million, four times what the Pentagon allocated when fiscal year 1999 began, and buying national television spots for the first time. The article went

on to say that since October, the beginning of fiscal year 1999, the Air Force has fallen 6 percent behind the pace necessary to bring in the 33,800 enlistments it needs to fill its ranks.

D. POSSIBLE CAUSES OF RECRUITING SHORTFALLS

There have been several reasons cited for the recent recruiting shortfalls experienced by three of the four services. The most compelling reason is the booming economy. The unemployment rate is at its lowest point in decades. In an article titled "Young People Choosing Fun Over Being All They Can Be," published in the *New York Times*, 3 November 1998, Steven Myers reported that young people are more likely than ever to go straight to college after graduating from high school, nearly 70 percent now, compared to less than half a decade ago. The article went on to say that another possible cause of recruiting shortfalls is that young people are exposed less and less to the military. There has been a steady decline in the number of veterans in the population, and in the number of those the recruiters call "influencers," the relatives, friends, teachers or others with military service who often inspire young people to sign up. Additionally, military representation in congress has also declined. The perceived gap between civilian and military pay along with benefit disparities were also cited as contributing factors. The demise of the perceived Soviet threat also raises questions concerning legitimacy of large Armed forces. These are just a few of the possible factors that are contributing to the difficulties being experienced by today's recruiters.

E. RECRUITING SOLUTIONS

Pentagon officials are well aware of the recruiting problem and are trying to resolve it. Numerous initiatives are being designed to increase accessions. Most of these

initiatives have required increased funding. In fiscal year 1998, the Air Force spent 131.9 million to sign up 31,700 people, or about $4,160 per recruit. The Marines spent $191.7 million for 34,300, or $5,590 per recruit. The Navy spent $352.1 million to sign up 48,400, or 7275 per recruit and the Army spent $802.7 million to attract 71,800 recruits, or $11,180 each (Woods, 1998). Additionally, both the Army and the Navy significantly increased their advertising budgets and college bonuses.

According to the article "Young People Choosing Fun Over Being All They Can Be" (1998), the cost of recruiting has risen steadily for all four services. Before the infusion of new authorized increases, it cost $7,187 per recruit, on average for each service. This figure includes advertising dollars, enlistment bonuses and money for college. At the end of the Cold War in 1989, each recruit cost $5,460 in dollars adjusted for inflation.

In an article titled "Dumbing Down the Military," published in *U.S. News and World Report* (1998), Richard Newman reported that in October 1998 Congress approved $1.1 billion for military "readiness" which included $113 million to increase recruiting. This figure also included the money necessary to increase enlistment bonuses for ratings that are the hardest to recruit. Additionally, the article stated the Navy has doubled its advertising budget to $67 million and the Army announced in November 1998 that they will increase their maximum college bonus from $40,000 to $50,000, a move the Navy is expected to follow.

With the added funding for advertising, the services are airing new and different commercials. The new commercials are more flashy and high-tech. Additionally, the

Navy will broadcast its first "infomercial" on cable. These new advertisement campaigns are expensive.

In the same article titled "Dumbing Down the Military" (1998), another initiative includes increasing the number of recruiters and recruiting stations. The Navy increased its recruiting force by adding 700 new recruiters, including the use of E-4s. Additionally, the Navy opened 123 new recruiting stations. Similarly, the Army increased its recruiting force by adding 600 new recruiters to remedy their shortfalls.

The article included other initiatives such as lowering entry standards. Pentagon officials told U.S. News that the Navy will have no choice but to start accepting some "Category IV" enlistees. Category IV enlistees are those with below-average IQs who score between the 10th and 30th percentile on the military's Armed Services Aptitude Battery (ASVB). The Army is also preparing to make concessions to fill its ranks. In October 1998, it granted home-schooled teenagers the same status as high school graduates, making them eligible to enlist. Additionally, Army officials are considering ways to sign up more holders of general equivalency diplomas (GEDs), who statistically do not perform as well as high school graduates. "The only way to solve this," says an Army official, "is to lower quality." All the initiatives the military services are taking are defendable. However, most come with an expensive price tag that may or may not produce the desired results. This is a difficult situation because defense spending is increasingly restrained, and service leaders want to maintain the current high quality of military members. Regarding lowering standards, this too could prove costly in increased training and education pipelines, and other concerns such as safety and morale.

A less costly and more effective approach may hinge on increasing individual recruiter's productivity. Currently, all four services use rewards such as medals, plaques, letters of commendation, and under certain circumstances, meritorious advancements to provide recruiters with added incentive to recruit the desired number of quality recruits. The idea behind using these incentives is that they will motivate maximum production from all recruiters under all circumstances.

However, the problem is not all recruiters respond to the same rewards, and not all rewards promote the desired affect under differing market conditions. Therefore, in attempting to address this problem, one must identify an incentive or elements in programs which capture best practices, and ascertain which incentives are likely to yield maximum recruiter productivity. Because recruiters respond differently to the same rewards, it will probably not come down to one single incentive and may require alternative approaches.

All branches of the armed services currently use different incentives programs, each with a different approach to maximizing recruiter productivity. Before any tangible results can be identified as to what recruiter incentives are the most and least effective, the programs of each service must be identified and compared. This study presents the current incentives of all four services used to maximize recruiter productivity and attempts to condense the services' recruiter incentive awards into common categories for analysis and comparison. There will always be competition for recruits among the services, however, the greater good may come when the services learn to share and communicate their successful practices.

III. LITERATURE REVIEW

A. OVERVIEW

Prior to a discussion of recruiter incentives and their effectiveness on productivity it is first important to provide a framework from which to work within and draw upon. This chapter will provide this framework with a review of literature pertinent to motivation.

1. Vroom & Deci

Vroom and Deci (1970) state when looking at a group of people who perform the same job, some will just do it better than others. So the question is, what causes these differences in performance? One answer that has been given is that people simply possess different levels of skill. People's experiences and their ability to learn from these experiences are different for each individual. This assumption has led organizations to select workers based solely on their ability to perform a particular job. It has also led to an emphasis on training to acquire skills necessary for a specific job. Additionally, the actual content of jobs has been adjusted to meet the abilities of the individual worker.

Another assumption which explains differences in performance among people doing the same kind of work is the differences in their motivation. Vroom and Deci believe both assumptions are true. In fact, they state that the performance of anyone at their job is affected by these two variables, ability and motivation. One of them refers to the ability of the individual to perform the job and the second refers to his motivation to use this ability in the actual performance of the job. They go on to say that performance is not equal to the sum of an individual's ability and motivation, but is the product of these two variables. Therefore, the effects of ability and motivation on performance is

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dependent upon the existing amount of the other. Vroom and Deci's focus is on motivation and the three main approaches to it.

The first approach is paternalistic and assumes that the more a worker is rewarded the harder he will work. The greater the extent to which an employee's needs are satisfied, the greater the extent to which he will respond. The rewards utilized with this approach can be termed unconditional rewards. The amount of rewards an individual receives is simply based upon being a member of the organization and not dependent on how he performs within the organization. Vroom and Deci conclude that the paternalistic approach is not a very effective strategy for motivating workers to perform.

The second approach assumes that a person will be motivated to work if rewards and penalties are tied directly to that individual's performance. Therefore, the rewards are conditional vice unconditional. For an individual to receive a reward his performance must be effective. Vroom and Deci state the clearest example of the use of rewards as a means of motivating performance can be found in individual wage incentives. The methodology of this approach constitutes an external control system. This approach to motivation has a substantial foundation of psychological research and theory. This foundation is what is called the Law of Effect or the principal of reinforcement. It states that if an individual performs an action and that action is rewarded the probability that the action will be repeated is increased. Similarly, if the person performs an action that is ignored or not rewarded, that behavior is less likely to be repeated.

Vroom and Deci state there are limitations towards this approach of motivation based solely on external control. One such limitation is the fact that there are an exceedingly large number of outcomes which are gratifying or aversive to human beings

and only a small number of these outcomes can be controlled. A second limitation is its reliance on some objective method of measuring performance.

A third approach to motivation is participative management, in which the incentives for effective performance are in the job itself or in the individual's relationship with members of his working team. One of the fundamental elements of this approach is the integration of the planning and doing. The individual is given broad goals or objectives and is enabled to determine for himself how they are to be achieved. They become ego-involved with their jobs, emotionally committed to doing them well.

Another common element of this approach to motivation is the reduction in the use of authority as a means of control. The supervisor plays a helping role rather than an authoritative one. He supports his subordinates by being a resource for them rather then pushing his ideas and telling them how their jobs should be done.

In participative management there is a greater reliance on the use of working groups to solve problems and make decisions. Supervisors meet with their subordinates as a group to share the organization's problems and encourages the group to find solutions. This participation is assumed to create commitment on the part of the subordinates which enhances their identification with corporate goals and objectives (Vroom & Deci, 1970).

The following authors are recognized as some of the leaders in the field of motivation theory. Many of their findings incorporate various aspects of the three approaches to motivation discussed by Vroom and Deci.

2. Maslow

Abraham Maslow (1970) established the Hierarchy of Needs theory to explain human motivation. His theory states that human beings are motivated by unsatisfied needs, and that certain lower needs must be satisfied before higher needs can be satisfied. Maslow classifies the basic needs as physiological, safety, love, esteem, and self-actualization. These needs are all related to each other and are arranged in a hierarchy of prepotency. The most prepotent goal will monopolize the consciousness and the less prepotent needs will be minimized, even forgotten or denied. However, once a need is fairly well satisfied, the next prepotent ("higher") need emerges (Sutermeister, 1969).

a. The Physiological Needs

Maslow states that the physiological drives or needs are usually the starting point for motivation theory. He also points out that it is impossible as well as useless to identify a standard list of fundamental physiological needs because depending upon the degree of specificity of description the number could be endless. However, Maslow does state that the physiological needs are undoubtedly the most potent of all needs. For example, if a person was lacking everything in life to the extreme, it's most likely that his major motivation would be the physiological needs. Someone who is without food will push all other desires into the background or forget about them entirely until the hunger is satisfied.

Once the physiological hunger is satisfied, a new and higher need emerges. This continuous process of unsatisfied needs, gratification, and the emergence of new and higher need is what Maslow means by saying that the basic human needs are organized into a hierarchy of relative prepotency.

b. The Safety Needs

Needs such as security; stability; dependency; protection; freedom from fear, from anxiety and chaos; need for structure, order, law, limits; and strength in the protector all can by roughly categorized as safety needs. Once the physiological needs are satisfied these desires emerge and dominate the person but to a lesser degree. Maslow states that the average adult in our society generally prefers a safe, orderly, predictable, lawful, organized world where unexpected, unmanageable, chaotic, or other dangerous things do not happen, but if they do, he can count on protectors to shield him from harm. A healthy and fortunate adult in our culture is mostly satisfied in his safety needs. A peaceful, stable, well run society usually makes its members feel safe. For this fortunate adult, safety needs only become a concern when there are real threats to law, to order, and to the authority of society.

c. The Love Needs

Once both the physiological and safety needs are satisfied the need for love and affection emerges. As stated before, this desire now becomes the center of focus. Maslow points out that now a person will hunger for affectionate relationships, namely, for a place in his group or family. This desire will now be so strong that he will forget that he was ever hungry. Now he will only feel the sharpness of loneliness and rejection.

d. The Esteem Needs

The next need which emerges is the need for self-esteem. Most people within society have this need for a stable, firmly based, high evaluation of themselves, and for the esteem of others. Maslow classifies these needs into two subsidiary sets. First, the desire for strength, achievement, adequacy, confidence, and for independence

and freedom. Second, the desire for reputation or prestige, status, fame and glory, dominance, recognition, attention, importance, dignity, and appreciation.

e. The Need For Self-Actualization

All the previous needs can be satisfied but it is still, if not always, expected that a new restlessness will develop, unless an individual is doing what he is individually fitted for. Maslow states that what a man can be, he must be. He must be true to his own nature. This is the need for self-actualization, the desire to become everything that one is capable of becoming. For the self-actualization needs to emerge it usually requires some prior satisfaction of the physiological, safety, love, and esteem needs.

Maslow also points out that although this hierarchy is usually presented in a fixed order, there are a number of exceptions. Additionally, the degree of satisfaction does not need to be 100 percent for the next higher need to emerge. In fact, most normal members of society are partially satisfied in all their basic needs and partially unsatisfied in all their basic needs at the same time. It is also important to note that the emergence of these needs is not sudden, but rather a gradual emergence by slow degrees from nothingness (Maslow, 1970).

3. Herzberg

Frederick Herzberg (1959) sought to answer the question, "What do people want from their jobs?" In his efforts to answer this question, his research led to what has been called the *two-factor* or motivation-hygiene theory. What he found was that when respondents were asked what made them happy or unhappy in their jobs, their answers could be categorized by what he calls hygiene factors and motivation factors.

The factors associated with conditions surrounding the doing of the job, the extrinsic conditions, are labeled the hygiene factors, because they are needed to maintain at least a level of no dissatisfaction. These factors are related to the context of the job and are called dissatisfiers. They include the following:

a. Job security   b. Salary   c. Working conditions
d. Status   e. Company policies f. Quality of technical supervision
g. Quality of   h. Fringe benefits
   interpersonal relationships

Herzberg states that when these factors deteriorate below a level that the employee considers acceptable, then he will be dissatisfied with his job. However, it is important to note that the reverse does not hold true. All of the hygiene factors can be at an optimal point and this only means there will be no dissatisfaction, but it will not lead to positive attitudes. All that can be expected from satisfying the needs for hygiene is the prevention of dissatisfaction and poor job performance.

The factors which lead to positive job attitudes are the motivation factors. These factors satisfy an individual's need for self-actualization in his work. Herzberg states that the conditions which surround the doing of the job cannot give the individual this necessary satisfaction of self-actualization. It is only from the performance of a task that the individual can get the rewards that will reinforce his aspirations. It is a set of intrinsic job conditions that help build levels of motivation, which in turn can lead to good job performance. These conditions are related to job content and are called the "motivators" or satisfiers. They include the following:

a. Achievement   b. Responsibility   c. Work itself
d. Recognition   e. Advancement   f. Personal growth and development

Both hygiene and motivation factors meet the needs of the employee. However, it is primarily the motivatiors that bring about the kind of job satisfaction and improvement in performance which industry is seeking. The motivators fit the need for creativity and the hygiene factors satisfy the need for fair treatment. Therefore, to achieve the desired job attitude and performance, the right incentive must be used.

4. Vroom

Victor Vroom presented a process theory of motivation that he calls an instrumentality or expectancy theory. Fundamentally, expectancy theory relates to choice. Specifically, the theory states that individuals will evaluate various strategies of behavior, e.g., working hard each day versus working hard three days out of five, and then choose the course of action that they believe will lead to those work-related rewards that they value, e.g., pay increase. If the individual worker believes that working hard each day will lead to a pay increase, expectancy theory would predict that this will be the behavior he or she will choose (Vroom, 1964). The key variables in Vroom's formulation are:

a. An <u>outcome</u> is the end result of a particular behavior, and can be classified as a first- or second-level outcome. First-level outcomes relate to the result of putting in some effort on the job—in other words, some level of performance. Second-level outcomes are consequences to which first-level outcomes are expected to lead. That is, the end result of performance (first-level) is some form of reward (second-level).

b. <u>Expectancy</u> is a belief in the likelihood that a particular level of effort will be followed by a corresponding performance level. In practical terms, the issue is whether the person can actually do the assigned work. Based on probabilities an

expectancy can vary from 1.0 ("I should have no problem getting the assignment done on time, or in reaching high performance levels") to 0 (Even if I work extremely hard, there's no way I can get the work done on time").

c. <u>Instrumentality</u> refers to the relationship between first- and second-level outcomes—how performance levels and the rewards for this performance are related. Like a statistical correlation, instrumentalities can vary from +1.0 to –1.0. If the first-level outcome always leads to a second-level outcome ("Continued high performance is always rewarded with a good pay raise"), the instrumentality would equal +1.0. If there is no relationship between performance and rewards ("This organization never rewards good performance"), then instrumentality approaches zero.

d. <u>Valence</u> is the strength of a person's preference for a particular outcome. Stated differently, it concerns the value a person places on such rewards as pay increases, promotions, recognition, and so on. Valences can also have positive and negative values. In a work situation, we would expect pay increases to have a positive valence, while such outcomes as a supervisory reprimand may have a negative valence—in other words, they are not highly valued.

e. <u>Force</u> to perform is the result of the preceding perceptual process and involves how hard a person decides to work and what behaviors he or she plans to exhibit (i.e., choice). Finally, wanting to perform well and actually doing so are moderated by the person's ability—his or her capacity for performing a task. In applied terms, it means what a person can do, rather than what he or she will or want to do (Szilagyi and Wallace, 1990, 126).

B.   DISCUSSION

Historically, the services' approach to motivating recruiters to maximize their efforts has been by tying awards to performance. In order to achieve a desired outcome such as a specified number of accessions or a specified category of recruits, services offer awards to recruiters and units when they achieve mandated accession goals. The question as to whether the services are using the right incentives or incorporating the best practices to enhance their recruiter's motivation is clarified by understanding what the leaders in the field of motivation theory have published.

Vroom and Deci's (1970) second approach to motivation, that a person will be motivated to work if rewards and penalties are tied directly to that individual's performance, is the closest to how the services' approach motivating their recruiters. It's based on the Law of Effect, if an individual performs an action and that action is properly rewarded, the probability that the action will be repeated is increased.

Maslow's Hierarchy of Needs theory, stating that human beings are motivated by unsatisfied needs and that certain lower needs must be satisfied before higher needs can be satisfied presents an interesting dilemma in regards to the services' approach to motivation. Although the services attempt to fulfill an individual's esteem needs with recognition through extrinsic awards, it seems they are unable to address any higher needs, such as the need for self-actualization. According to Maslow, the most prepotent goal will always monopolize the consciousness of an individual.

In Herzberg's motivation-hygiene theory, he states it's the motivation factors such as achievement, advancement, and recognition that lead to positive job attitudes. However, it's only from the performance of a task that an individual can get the rewards

that will reinforce his aspirations. It's a set of intrinsic not extrinsic factors that help build levels of motivation which lead to good job performance. The services attempt to motivate their recruiters by recognition of performance. However, to achieve the desired job attitude and performance, using the right intrinsic incentives may prove to be a better approach.

Vroom's expectancy theory states that if an individual believes that working hard will lead to a personally desired outcome, than this behavior is what he or she will choose. This theory ties in closely with the services' approach to their incentive programs. By tying awards to productivity, the service's believe recruiters will work harder if they know they will receive some form of recognition for their efforts.

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IV. METHODOLOGY

A. OVERVIEW

This is a comparative study of the formal incentive programs at the national level of each U.S. military service. It is a continuation and extension of a study conducted by Beth J. Asch and Carole Oken of the RAND Corporation published in 1997 entitled "Encouraging Recruiter Achievement A Recent History of Military Recruiter Incentive Programs." Asch and Oken described recruiter incentive plans in each service and how plans have changed over time. The significance of their study was their presentation of historical information on incentive programs. By providing a historical base they laid the initial foundation needed for further research to determine which practices appear best. This study continues where the RAND study left off. First, it describes the current recruiter incentive programs established at the national level among the four services. Secondly, it compares the similarities and differences among the service's programs. Data is compared based on extensive archival review of existing policies, regulations, and practices espoused at the national level, and on semi-structured interviews with headquarters' leaders and managers.

B. APPROACH

The required data for this study came from the formal instructions and regulations governing recruiter incentives. Additionally, interviews with various personnel at each service's recruiting headquarters were conducted to expand upon the formal written instructions. The most significant results are presented in a condensed table format to easily identify the similarities and differences between the services for comparison and analysis.

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V. RESULTS

A. RECRUITER INCENTIVES OF THE FOUR MILITARY SERVICES

1. Background

This chapter will describe the current recruiter incentive programs established at the national level among the four services. This will help identify if any different practices are being used and if so, their potential for improved recruiter productivity. Every year, accession goals are established by each service's recruiting headquarters. These goals are established to meet a congressionally mandated "end strength" as well as to include the desired number of recruits with high aptitudes or other specific skills.

In an effort to ensure these accession goals are met, each recruiting command has established an awards program to increase recruiter productivity. These awards or incentives range from plaques and other mementos to medals and in some cases, promotion. Awards given are based mostly on objective performance measures. These measures are usually based on the number of points earned by recruiters for contracts written. The point values vary according to differing aptitude or occupational specialty. Awards are then given to those who accumulate the most points or whoever earns a specified number in a certain period.

Although the four services' recruiting commands generally have the same goal of accessing enough recruits each year to meet the mandated "end-strength", their incentive programs differ. One aspect in which the four services differ is in what they place the primary emphasis on when rewarding. Some services reward units, some reward individuals, and some reward both. Another area in which they differ is in their approach to eligibility. Some services' award eligibility is based on achieving specified numbers

or points, called "absolute" eligibility, where others reward according to achieving better numbers than the others achieve, or "relative" eligibility (Ashe and Oken, 1997).

This study focuses only on the recruiter incentive programs established at the national level. However, incentive programs are also generated locally. Additionally, this study only discusses incentives offered for recruiting enlisted personnel into the active service. Although there are incentives for the reserve components, those incentives are beyond the scope of this study.

The amount of points awarded to recruiters largely depends on the aptitude of the individual they are recruiting. The higher the aptitude, the more points a recruiter receives for that written contract. Individuals who score higher on the Armed Forces Qualification Test (AFQT) typically have a greater probability of completing their first term contracts.

The AFQT is a composite of several of the ten components of the Armed Services Vocational Aptitude Battery (ASVAB), a standard set of tests administered to all potential recruits to determine their eligibility to enter the service and their job qualifications. Based on their AFQT scores, recruits are placed into classes designated by roman numerals. Class I represents the highest and V the lowest. A recruit is categorized Class I if he or she scores in the 93rd percentile or higher on the AFQT. Class II recruits are those who score in the 65th through 92nd percentile. Class III is subdivided into A and B. Class IIIA recruits score in the 50th through 64th percentile and Class IIIB recruits in the 31st through 49th percentile. Class IV score in the 24th through 30th percentile and Class V in the bottom quarter (Asch and Oken, 1997).

2. Army

Drawn from numerous instructions and memorandums, the U.S. Army Recruiting Command's (USAREC) current recruiter incentive and awards program is summarized in MEMORANDUM FOR All Brigade and Battalion Commanders, November 10, 1998 and the Annual Recruiting Edge FY 99 cover sheet. This cover sheet and memorandum describes the Army's recruiter incentive and awards program in its entirety. The following description summarizes this cover sheet and memorandum.

The awards for Army recruiters are earned sequentially as they accumulate incentive points toward both individual and unit missions. Army recruiters also earn bonus points for contracts in specific categories. Awards are presented at regularly scheduled ceremonies by either a general officer or commanding officer and all but two are noted in the individual's record, the Recruiter Ring and the Glenn E. Morrell award.

The Department of the Army establishes the overall accession missions for its recruiting command and USAREC then establishes contract missions and assigns them quarterly to brigades and battalions. Their goals are set in terms of quantity and quality (Asch and Oken, 1997).

a. Points System

Mission Box: Beginning in November of 1982, USAREC established what is referred to as the mission box which includes the monthly recruiting goal in specific categories assigned to units and individuals. Quantity and quality goals, prior-service and non-prior-service, test score categories, and education status assignments are all included in the mission box. When a recruiter achieves mission box, that individual is awarded 50 points.

Team Concept Points: The purpose behind the development of the team concept program was to allow recruiters who did not achieve their individual mission box to receive points when the total mission box assigned to their unit was achieved. In December 1985, the criteria was changed to allow recruiters to receive points even if his or her unit did not make mission box, as long as it achieved the total quantity and quality mission assigned when a higher-level command achieved mission box (Asch and Oken, 1997). The maximum points available through the team concept is 50.

b.   *Awards Programs*

USAREC Annual Awards: USAREC's annual awards fall into seven categories:

(1) Best Brigade and Runner Up
(2) Best Battalion and Runner Up
(3) Best Battalion within each Brigade
(4) Best Army Medical Detachment
(5) USAREC Annual Awards Board
(6) Commanding General's Special Category (when directed)
(7) Basic Training Pride in Ownership Program

The criteria for the first three awards is achieving mission box with all ties being broken by the highest percentage of combined achievement of high school Graduates or Seniors in Category I-IIIA for the Regular Army (GSA) and Graduates or Seniors currently enrolled in high school in category I-IIIA for the Army Reserve (GCA). In the case when no one achieves mission box, the unit with the highest percentage of GSA/GCA is considered the winner in each of the categories with the exception of the Medical Detachments.

The following criteria is used for the Best Army Medical Detachment (AMEDD):

    (1)   Mission assigned by Army Officer Criteria (AOC)/mission achieved by AOC percentage, including Licensed Practical Nurse (LPN).

    (2) Volume mission achievement in all categories, including LPN, will be used in the event of a tie.

    (3) Overproduction in the other category will not be counted in mission assigned or achieved except where substitutions are in effect.

    (4)   Mission accomplishment as measured by indicators (Officer Warrant Nurse Reporting System) will be used to verify the above criteria.

The USAREC Annual Awards Board is made up of five categories:

    (1) Soldier of the Year
    (2) Regular Army Recruiter of the Year
    (3) Reserve Recruiter of the Year
    (4) Army Medical Detachment Regular Army Recruiter of the Year
    (5) Army Medical Detachment Reserve Recruiter of the Year

The nominees from each of these categories have to meet the requirements and complete the required packets outlined in USAREC Regulation 672-13, 31 October 1992. Each brigade can submit one nominee. The winner of each category receives a $1000.00 savings bond with a face value of $500.00, a trophy, a certificate from the Commanding General (CG) and Command Sergeant Major, and a coin from each. The runners-up from each category receive a plaque, a certificate from the CG and Command Sergeant Major, and a coin from each. All others receive a certificate from the CG and Command Sergeant Major, and a coin from each.

The criteria for the Commanding General's Recognition Program is at the discretion of the (CG). The CG announces this category when he wants to recognize a particular unit for a special achievement or production accomplishment. This category is discretionary for the CG only.

The last annual award is the Basic Training Pride in Ownership Program consisting of two categories:

(1) Recruiters
(2) Station Commanders

Within each brigade, the top recruiter with the least amount of attrition from basic training is recognized by the Chief of Staff of the Army (CSA) with a certificate and a coin along with a coin from the Sergeant Major of the Army. Additionally, this recruit will receive a special recognition certificate from the Commanding General, USAREC, at their battalions Annual Training Conference.

In the Station Commander's category, within each brigade, the top On-Production Station Commander (OPSC) and Limited-Production Station Commander (LPSC) are recognized by the CSA by receiving a CSA certificate and coin along with a coin from the Sergeant Major of the Army. They also receive a special recognition certificate from the Commanding General USAREC, at their battalion's Annual Training Conference.

Recruiters must have had at least ten shippers to compete. Recruiters or Station Commanders with the least percentage of basic training attrition will be recognized. There will be one Regular Army (RA) recruiter, one United States Army Reserve (USAR) recruiter, one OPSC, and one LPSC per battalion. In the event of a tie, the Battalion Commander will determine the winner. In meritorious cases more than one winner in each category may be approved by the Brigade Commander.

USAREC Monthly and Quarterly Incentive Awards: Incentive awards under this category include Stars, Badges, sapphires, rings, and Medallions and are received for contract points (see Table 5.1).

Table 5.1 Achievement Awards and Points

AWARD	POINTS
1st Gold Star[a]	240
2nd Gold Star	300
3rd Gold Star	300
Gold Badge	300
1st Sapphire Star	300
2nd Sapphire Star	300
3rd Sapphire Star	300
Recruiter Ring	1,200
Glen E. Morrell Award[b]	2,400

Source: Asch and Oken 1997.
[a]A 6 month sliding window applies to earning all awards through the 3rd Sapphire with the exception of the 1st Gold Star.
[b]Added as the highest award October 1, 1993.

The following outlines how points are given for the various contracts:

Regular Army   **Army Reserve**

GSA = 20   GCA = 20
GSB = 15   PS   = 15
OTH = 10   OTH = 10

Mission Box (Monthly/Quarterly/Annually)

Individual   = 50
Team Concept   = 50

When recruiters accomplish mission box based on net contracts, they are awarded overproduction points worth double the original point values. These overproduction points are added to the original mission box points of 50. This also applies to station commanders, company, and battalion personnel when their echelon achieves mission box by net volume and category. They receive overproduction points based on doubling the net contracts overproduced and dividing by the number of assigned recruiters, less the Limited-Production Station Commanders.

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Army Medical Detachment

Regular Army Educational Delay Assumption	= 20
Regular Army Educational Delay	= 20
Regular Army and Army Reserve Commission All Tiers	= 75
Regular Army Accession All Tiers	= 75
Regular Army and Army Reserve Bonus for Tiers 1 & 2	= 150
Order of Merit List	= 40

Officer Candidate School (OCS)/Warrant Officer Flight Technician (WOFT) Ship Points[1]

	= 100

Army Reserve Technical Warrant Officer

Proponent Qualified/Board eligible	= 50
Inactive Ready Reserve (IRR) to Training Program Unit (TPU)/Individual Mobilization Augmentee (IMA)	= 50

Special Forces

Report to Ft. Bragg	= 15
160th SOAR (Packet)	= 15

Airborne Recruiting Team

Airborne Agreement	= 02
Airborne Class Show	= 01
Airborne Class No-Show[2]	- 05
Airborne Class 100% Show	= 50
Airborne Class Graduate at 80% Month	= 20
Airborne Class Graduate at 80% Quarter	= 50
Airborne Class Graduate at 80% Year	= 100

Delayed Entry Program (DEP)/ Delayed Training Program (DTP) Ship Points

All shippers (regardless of category)	= 10
All losses deduct current category point value	

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[1] OCS/WOFT contracts, regardless of category, will receive GA points and achievement towards mission accomplishment and result in board edits being accomplished from recruiter through battalion by USAREC.

[2] This includes all soldiers who volunteered for the school but failed to show, excluding those medically disqualified.

DEP/DTP Assumption

If _YES_ is selected by the recruiter or station commander

Upon assumption	= 10
When shipped	= 20
If DEP/DTP is a loss	- 20

If _NO_ is selected by the recruiter or station commander

Upon assumption	= 0
When shipped	= 0
If DEP/DTP is a loss	= 0

Commanding General's Bonus Points

Active Guard/Reserve (AGR) Hire complete	= 20
91CC (USAR enlistment only)	= 10
Prior Service (PS)/Non-prior Service (NPS) Specialized Training for Army Reserve Readiness (STARR) contract	= 10
Army Civilian Required Skills Program (ACASP) Linguist (RA/USAR)	= 10
Hi-grad (HSDG with one or more years of college)	= 10
DEP/DTP referral enlistment	= 10
AMEDD referral	= 5
Chaplin referral	= 5
Technical Warrant Officer (TWO) referral	= 5
Judge Advocate General (JAG) referral	= 5
Concurrent Admissions Program (CONAP) (after acceptance)	= 5

Commanding General's Monthly, Quarterly, and Annual Special Recognition Program:

Monthly

Top Team Member: Recruiter from each brigade, regular and reserve, with the highest amount of overproduction, beyond mission box (net), achieved during the RSM.

Top Team: LPSC and OPSC from each brigade, with the highest amount of overproduction (net), beyond mission box, achieved during the RSM.

Top Team Builder: Company from each brigade with the highest amount of overproduction (net), beyond mission box, achieved during the RSM.

CG's Team Excellence Award: Any recruiting company which achieves mission box for the month.

Linguist Award: Each Company Commander and First Sergeant of a recruiter who enlists a linguist through ACASP.

Top Battalion of Each Brigade: Battalion from each brigade which achieves mission (volume by category/Team), with the highest percentage of GSCA overproduction.

Quarterly/Annual

CG's TEAM EXCELLENCE
CG's Team Builder
ACASP Linguist Award (monthly/annually only)

Chief of Staff of the Army Awards[3]:

RA/USAR Recruiter

Must achieve fourteen GSA or fourteen GCA contracts or a combination of both during the award period.

USAR Technical Warrant Officer Recruiter

Must achieve either eight board ready packets, eight IRR to TPU or IRR to IMA transfers or a combination of both during the award period.

AMEDD[4]

NCO Health Care Recruiters must commission three from Tier level 1 or 2, or commission five from Tier level 3, or contract eleven 91CC during the award period.

LPSC

Must achieve cumulative mission box for the award period.

OPSC

Must achieve mission box as outlined above or achieve the same criteria as RA recruiters (14 GSA) during the award period.

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[3] Period of award from RSM April 1999 through RSM September 1999.
[4] Achievement applies only to those applicants boarded, selected and commissioned during the award period.

First Sergeants

Must achieve mission box 4 months of the award period. Success is defined as the company achieving their volume by category mission.

Guidance Counselor

Top two RA and top two USAR per brigade will be selected based on the number of Combat Arms Mission Occupational Specialty (MOSs) for RA, and percentage of first screen sales for USAR.

3.   Navy

The Commander, Navy Recruiting Command (CNRC) current recruiter incentive and awards program is published in COMNAVCRUITCOMINST 1650.27 CHANGE TRANSMITTAL 2, September 10, 1998. This instruction describes the Navy's recruiter incentive and awards program in its entirety. The following description summarizes this instruction.

Commander, Navy Recruiting Command sets recruiting policy at the national level and is responsible for the supervision of all recruiting. The nation is geographically divided into areas that have the responsibility for implementing CNRC's national policy and overseeing regional activities. The areas are then divided into districts that manage the day-to-day operations and set the local policies (Asch and Oken, 1997).

The Department of the Navy Headquarters makes the decision on the overall annual manpower requirements. The Navy Recruiting Command then determines recruiting goals and priorities for the areas and makes recommendations for district goals. Additionally, areas receive targets from CNRC for the proportion of recruits required to be high-school graduates and AFQT categories I, II, or IIIA (Asch and Oken, 1997).

The Navy's recruiting instruction, COMNAVCRUITCOMINST 1650.27, states the Navy's recruiting mission is production. The quality and quantity of production are

driven by the needs of the Navy and the resources available to meet those needs. CNRC recognizes that the team concept is central to the way the Navy conducts its day-to-day business and directed that team production be called *Total Force Teamwork*. Furthermore, Total Force Teamwork is the standard by which recruiting personnel are expected to perform and earn recognition for superior production. Recruiters-in-Charge (RINCs) of Navy Recruiting Stations (NRS) supervise and direct the Total Force Teamwork production based upon the Navy Recruiting District's (NRD) assigned monthly new contract and category goals. Individual production is still important, but is not an all-inclusive factor in performance reviews, evaluations, and award nominations.

a. *Total Force Teamwork Incentive System*

The Total Force Teamwork Incentive System is used by all NRDs to provide consistency for comparative purposes and to develop command level award and recognition systems throughout the Navy Recruiting Command. The contract category weights are listed in Table 5.2. Point value adjustments are issued by notice throughout the fiscal year by CNRC Code 30.

Point Emphasis: In an effort to provide the incentive to produce high quality recruits who will ship to bootcamp and ultimately graduate from Recruit Training Command (RTC), point values awarded increase exponentially as each milestone is attained. Recruiting teams receive 10 percent of the points when an applicant enters the DEP, 40 percent when he or she ships, and the remaining 50 percent when the recruit graduates from bootcamp. The goal of the point emphasis is to incentivize the recruiters to "do it right the first time", i.e., prospect and enlist applicants who are motivated to

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Table 5.2 Enlisted Category Points

CATEGORY	POINTS
Basic Contract	1
Mental Groups I & II	1
Nuclear Field	3
Work Force[a]	1
Minority Category I –IIIA	3
Education Code D or K[b]	1
Shipper	4 times TCV[c]
RTC Graduate	5 times TCV[c]
Qualified Referral to OPO[d]	5
Referral ENLISTS/COMMS[e]	65

Source: COMNAVCRUITCOMINST 1650.27, September 5, 1997.
[a] Work Force is equal to all education level codes except S,X,M.
[b] D = AA/AS; K = BA/BS & higher
[c] TCV = total contract value at DEP
[d] NROTC referrals = kit submitted
[e] Includes USNA/NROTC selects

serve and then to train and prepare them while in the DEP so that their likelihood of making it through subsequent training is maximized.

Referral Points: Qualified referrals between the Enlisted and Officer Program teams earn the referring team points as specified in Table 5.2. Referrals are tracked by the RINC or Officer Programs Officer (OPO) as applicable and treated as a turnover item when someone new steps into their job.

National Stacking of NRDs: A national stacking list of the top twenty NRDs that have accumulated the most Total Force Teamwork incentive points (divided by market share) is published quarterly by CNRC. This list stacks the points attained by the top twenty Enlisted and Officer Program teams from highest to lowest. In an effort by CNRC to transition to a seamless recruiting approach, the distinction between Enlisted and Officer teams are blurred.

NRS Total Force Teamwork Production: RINCs and recruiters earn production awards as a team. When the NRS team acquires the requisite point value for a

rolling 12-month period, each member of the team assigned during the qualifying period is eligible to receive a production award. The standards of production success are measured by team productivity including both qualitative and quantitative new contract attainments, identification and referral of qualified contacts to Officer Programs, retention of DEPers, meeting accession requirements, and subsequent RTC graduation.

Production Awards Sequence: The first and second production awards earned are recognized by the Navy and Marine Corps Achievement Medal (NAM). Subsequent production awards are recognized by the Navy and Marine Corps Commendation Medal (NCM). When a team earns a production award, those members eligible for their first or second award are recognized with NAMs. Those who are eligible for their third or subsequent awards are recognized with NCMs.

Determining Award Point Level: Point Value Targets (PVT) are determined by first multiplying the number of recruiters onboard or "on production," at the beginning of an award production period by 12 (months). Second, that number is then multiplied by the Point Value Multiple (PVM). The PVM is published by CNRC prior to 1 October of each year and reflects the number of monthly points reasonably expected to earn an award per recruiter per month for OPO and NRS teams. The PVM for Fiscal Year (FY) 1999 is 60. The PVM can only be raised on 1 October of each year, but can be lowered by CNRC at any time during the year.

The following is an example for an NRS with four production recruiters assigned in October, three of which are "on production":

3 (recruiters) x 12 (months) = 36
36 x 60 (PVM) = 2160
Point Value Target (PVT) = 2160

During July, a new recruiter reports onboard and is "on production" as of 1 November:

$$3 \text{ (recruiters) x 1 (month)} = 3 \text{ (1 month expended)}$$
$$4 \text{ (recruiters) x 11 (months)} = 44 \text{ (11 months expended)}$$
$$\text{Projected Total Recruiter Months} = 47$$

$$47 \text{ x } 60 \text{ (PVM)} = 2820$$
$$\text{Point Value Target (PVT)} = 2820$$

The Point Value Target is adjusted as recruiters are transferred in or out and must be met before a production award can be earned. If the PVT is not earned within a 12-month period, the oldest month drops off when the 13th month is entered in order to maintain a rolling 12-month award period. The difference of points earned over and above those required for a team to earn a production award are carried over into the next award production cycle. A new cycle commences when a production award is earned.

b. Gold Wreath Awards

Both officer and enlisted recruiters are eligible to earn their first and subsequent Gold Wreath when 100 percent of all assigned team category goals are attained in a consecutive three-month period. Support personnel earn Gold Wreaths after six months of sustained superior performance and there is no time-on-board requirement.

Letter of Commendation (LOC): A CNRC LOC is issued with the 5th and 15th Gold Wreaths Award. In special recognition of the 10th award, the Chief of Naval Personnel (CNP) issues the LOC. CO LOCs are awarded with all other Gold Wreath Awards. Table 5.3 illustrates the sequence of LOCs and Gold Wreath Awards.

Table 5.3 Gold Wreath Award Criteria

SEQUENCE	AWARD	LOC ISSUED BY
First Award	Wreath, Letter of Appreciation	NRD, Area, CNRC Deputy
Second Award	Silver Star, LOC	NRD, Area, CNRC Deputy
Third Award	2nd Silver Star, LOC	NRD, Area, CNRC Deputy
Fourth Award	3rd Silver Star, LOC	NRD, Area, CNRC Deputy
Fifth Award	Gold Star, LOC	**CNRC**
Sixth Award	1 Gold and 1 Silver Star, LOC	NRD, Area, CNRC Deputy
Seventh Award	1 Gold and 2 Silver Stars, LOC	NRD, Area, CNRC Deputy
Eighth Award	2 Gold and 1 Silver Star, LOC	NRD, Area, CNRC Deputy
Ninth Award	3 Gold Stars, LOC	NRD, Area, CNRC Deputy
Tenth Award	Excellence Scroll and LOC	**CNP**
Eleventh Award	LOC	NRD, Area, CNRC Deputy
Twelfth Award	LOC	NRD, Area, CNRC Deputy
Thirteenth Award	LOC	NRD, Area, CNRC Deputy
Fourteenth Award	LOC	NRD, Area, CNRC Deputy
Fifteenth Award	LOC	**CNRC**

Source: COMNAVCRUITCOMINST 1650.27, September 5, 1997.

c.   Recruiting Excellence Incentive Program

The Recruiting Excellence Incentive Program (REIP) was designed to work in conjunction with the Navy's established advancement system and to parallel the Fleet's Command Advancement Program. REIP's purpose is to establish an incentive for sailors assigned to recruiting duty to be recognized for superior performance. The total number of advancements per NRD is based on a maximum of 7 percent of the NRD's total average fiscal year eligible pool of enlisted manning. For example, if an NRD has 150 eligible enlisted personnel assigned, then it may authorize a total of 10 promotions:

$$
\begin{array}{rl}
150 & \text{Total eligible enlisted personnel} \\
\times\ .07 & \text{Maximum percent allowed for REIP} \\
\hline
10.5 & \text{Calculated total REIP advancements} \\
& \text{(round down to nearest whole number in order} \\
& \text{not to exceed 7 percent)}
\end{array}
$$

Basic Requirements: Navy Enlistment Classification (NEC) designated 9585 and 9586 personnel receiving Special Duty Assignment Pay (SDAP), paygrades E-5 and E-6, who have been onboard the NRD for 18 months are eligible for consideration.

Additionally, they must meet all school and/or course completion requirements, security requirements, their Personnel Advancement Requirements (PARS), and other requirements outlined in BUPERSINST 1430.16D.

d. CNRC Inspirational Leadership Award

The CNRC Inspirational Leadership Award is established as an ongoing award which recognizes exemplary leadership in Navy recruiting through peer and subordinate nominations. No time element is associated with this award.

e. Annual Individual and Unit Awards

All annual awards stress the Total Force Teamwork contribution in all categories of individual and unit awards. The National Awards Screening Committee convenes annually at CNRC Headquarters to nominate all award winners. Table 5.4 lists all awards, honors received, and eligibility criteria for annual individual and unit awards.

4. Marine Corps

The following description is a summary of the Marine Corps Recruiting Command's current three national level recruiter award programs for Fiscal Year 1998. They include the Commandant's Superior Achiever Award, Letter of Instruction for the Commandant of the Marine Corps Recruiter of the Year Program, and the Marine Corps Recruiting Command Non-commissioned Officer in Charge of the Year Program.

The Marine Corps Recruiting Service operates under a national incentive plan and a number of separate programs at regional and lower levels. The national plan, established in the late 1970s and early 1980s, has remained in effect essentially unchanged, and is described in a five - volume set of guidebooks for recruiters, recruiting

Table 5.4 National Awards

AWARD	CRITERIA	N C M	N A M	P L A Q	M U C	NOTES
Recruiting District of the Year	Top OP/EP overall & 100% of all categories			X	X	CNRC presents plaque. NRD submit MUC recommendation nlt 1st wk of November. Gold-1; Silver-2; Bronze-3
Most Improved NRD	Overall in all categories			X		
Admiral's Excellence Award	Top Annual Categories			X		Identified during Awards Board
LEADS Tracking Center Team of the Year	Highest leads to new contract ratio in all categories		X	X		
MEPS Team of the Year	Highest Net NF & Critical Rating Contracts		X	X		Team NAMs. Recruiting "E" Pennant
NRS of the Year	Highest points and 100% all categories attained		X			Team attends ROY Days. Recruiting "E" Pennant
Enlisted Programs ROY	Whole Person Concept	X				Attends ROY Days
Officer Programs ROY	Whole Person Concept	X				Attends ROY Days
Medical Programs ROY	Whole Person Concept	X				Attends ROY Days
Chief Recruiter of the Year	Whole Person Concept	X				Attends ROY Days
Zone Supervisor of the Year	Whole Person Concept	X				Attends ROY Days
Zone of the Year	TEAM CONCEPT				X	Plaque for each NRS
Nuclear Field Coordinator ROY[a]	Whole Person Concept	X				Attends ROY Days
Classifier of the Year	Whole Person Concept	X				Attends ROY Days
Support Person of the Year[b]	Whole Person Concept/Peer Selection Award	X				Attends ROY Days Civilian or Military
Inspirational Leadership Award	Whole Person Concept/Peer Selection Award Civilian or Military of any paygrade. Must exemplify outstanding leadership.					No cap on number of awards which can be given throughout the year. Certificate awarded.
Education Specialist of the Year	Whole Person Concept			X		
PAO of the Year	Whole Person Concept			X		
RDAC of the Year	Serving or served as RDAC Chairperson during award period			X		Memorial Award

Source: COMNAVCRUITCOMINST 1650.27 CH-2, September 10, 1998.
[a] CHREC/ZS will not accompany TEAM to ROY Days.
[b] Nominee can be EDSPEC.

stations, and recruiting districts. The national plan contains three recruiter incentive programs; the Commandant's Enlisted Superior Achiever Awards for recruiting stations, the Recruiter of the Year (ROY), and the Non-commissioned Officer of the Year. However, most recruiter incentive programs in the Marine Corps are created, managed, and awarded at the lower command levels (Asch and Oken, 1997).

Marine Corps recruiters have additional responsibilities in the recruiting process compared to the other military services. In the Army, Air Force, and Navy, job counselors or Military Enlisted Processing Station (MEPS) liaisons are responsible for job field selections. In the Marine Corps, this additional responsibility goes to recruiters.

a. Awards

The Marine Corps' awards, shown in Table 5.5, are based on the general criteria given and can be adapted to different commands such as the Marine Corps Recruiting Command (MCRC). Awards are presented based on either a specific act or achievement or sustained superior performance. Superior performance awards are usually issued at the end of each FY. The awards shown in Table 5.5, presented in hierarchical order, can be presented at the discretion of either the Commanding General or local commander for performance in special recruiting campaigns or for overall success (Asch and Oken, 1997).

b. National Incentive Programs

Headquarters, Marine Corps Recruiting Command (HQ MCRC) administers three, national-level awards. The Commandant's Superior Achiever Award is given to recruiting units and individuals for top recruiting stations and periodic short-term campaigns. In FY95, the Recruiter of the Year was added to award the top national recruiter and in FY96, the Non-commissioned Officer in Charge (NCOIC) of the Year was added for the top national Non-commissioned Officer.

The Commandant's Superior Achiever Awards: The Commandant's Superior Achiever Award recognizes Recruiting Stations (RSs) whose members have distinguished themselves by overall superlative performance in meeting or exceeding

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Table 5.5 Marine Corps Awards and Recognition

Award/ Recognition	Criteria	Command Level Presenting	Comments
Legion of Merit	Exceptionally meritorious conduct in performing outstanding service	Secretary of the Navy	
Meritorious Service Medal	Distinguished outstanding meritorious service or accomplishment	Commandant of the Marine Corps or authorized commander	
Navy/Marine Corps Commendation Medal	Distinguished heroic or meritorious achievement	Authorized commander	Commandant issues certificate and commander awards it to the recruiter
Navy/Marine Corps Achievement Medal	Sustained performance or specific achievement of a superlative nature as an individual or leader	Commanders authorized to convene special courts martial	These may be district level or higher; awarded to major or lower rank
Certificate of Commendation	Exceptional performance beyond normal expectations	Commandant of the Marine Corps	
Certificate of Commendation	Exceptional performance beyond normal expectations	Battalion commander or equivalent	
Meritorious Mast	Noteworthy, commendable, or innovative service beyond normal expectations	Same as Achievement Medal (or commanding general)	Usually presented to sergeants or below
Letter of Appreciation	Noteworthy or commendable performance	Any officer senior to recipient	Not put into personnel file

SOURCE: Asch and Oken 1997.

quantitative and qualitative objectives in the annual enlisted and officer recruiting missions. A RS must be recommended for this award by the District Commanding Officer. Recommendations are sent to the Commanding General, Marine Corps Recruiting Command via Region Commanding General. Awards are presented at the annual Recruiting Operations and Training Conference.

There are three general criteria that must be met for the Commandant's Superior Achiever Award.

(1) It must be based on the Fiscal Year 98 Enlisted Recruiting Operations Plan and the requirements and goals established therein.

(2) It must reflect the accomplishments of those RSs that met or exceeded assigned missions and standards.

(3) It must represent standards and criteria as objectively as possible.

(4)
Since the award is granted by the Commandant, all RSs are judged by the same standards.

In addition to the general criteria, Enlisted Mission criteria must also be met.

(1) Shipping Requirements: The standard is 100 percent of mission, by component and category, as assigned by the District Commanding Officer.

(2) Shipping Criteria: NPS Reserve enlistments have to be in accordance with the FY98 Selected Marine Corps Reserve Manpower Plan; i.e., 100 percent Quota Serial Number (QSN) match.

(3) Shipping Quality: The high school graduate percentage must be at least 95 percent Tier 1[5] by component. The Mental Group (MG) category standards must be at least 63 percent MG I-IIIA by component.

(4) Musician Program: Although the Musician Enlistment Option Program (MEOP) is not a requirement to be eligible for the superior achiever award, RS attainment results have to be included in the superior achiever worksheets.

(5) FY99 Start Pool: The FY99 total force start pool has to be at least 55 percent and the pool must be composed of at least 63 percent MG I-IIIA and 95 percent Tier 1, by component.

(6) MCRD Attrition: MCRD attrition must be equal to or less than the Marine Corps district with the highest annual MCRD attrition for FY98.

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[5] Tier I represents high school graduates in the highest qualification test level.

c.   *Recruiter of the Year*

This award recognizes the top recruiter whose performance reflected exceptional leadership, management, organizational abilities, innovation, industry and initiative demonstrated in the accomplishment of the recruiting mission.

Every year each of the six Marine Corps districts nominates one recruiter for this award. The nominees and their spouses travel to HQ MCRC and are recognized by the Commandant. All six nominees appear before a selection panel convened at HQ MCRC to determine the Recruiter of the Year. The top recruiter receives a Navy and Marine Corps Commendation Medal from the Commandant and a promotion to the next higher rank. The five nominees not selected receive the same medal from the Commanding General of the Marine Corps Recruiting Command. Additionally, the Marine Corps League honors the Recruiter of the Year at the Modern Day Marine Military Exposition.

All nominees are required to meet the height, weight and physical fitness standards. Additionally, the educational requirements for promotion must be compete, they must perform with direct effect on mission success, and get 63 percent of their contracts in mental category I-IIIA, 95 percent from high school graduates, with no more than 20 percent shipping pool attrition and 13 percent region depot attrition.

d.   *Non-commissioned Officer of the Year*

Similar to the Recruiter of the Year, this program recognizes NCOICs from all six districts. In addition to satisfying all the Recruiter of the Year requirements, they must not have been previously selected as the MCRC or district NCOIC of the Year

and must have led the RSS to achieve 100 percent of its assigned mission for both contracting and shipping.

Selection as the MCRC NCOIC of the Year recognizes the NCOIC who best exemplifies those traits of leadership and professionalism sought in all Marines. The selection is based on the "Whole Marine" concept, not just how the individual performs assigned duties.

The Marine selected as the MCRC NCOIC of the Year receives a Navy and Marine Corps Commendation Medal from the Commanding General (CG) MCRC, an award from the Marine Corps Association (MCA) recognizing recruiting excellence, and a professional library from the MCA. Each of the non-selected Marines also receive a Navy and Marine Corps Commendation Medal from the CG MCRC and a professional library from the MCA.

5. Air Force

The Air Force's Recruiting Service Incentive Awards Program is published in AETC Instruction 36-2804, November 6, 1998. This instruction describes the Air Force's incentive program in its entirety. The following description summarizes this instruction.

The Air Force's incentive awards program is designed to motivate recruiting personnel, enhance individual and unit morale, and promote the accomplishment of the Recruiting Service mission. Commanders and supervisors are responsible for ensuring all incentive awards programs are meaningful and cost-effective. Headquarters, Air Force Recruiting Service/Recruiting Services Operations (HQ AFRS/RSO) is the office

of primary responsibility for the overall direction and management of production incentive awards programs for personnel at all levels.

a. Commander's Special Incentive Programs

The Recruiting Service commander can initiate incentive programs, as required, to support any special needs of Recruiting Service throughout the year.

b. Authorized Annual Awards

To ensure standardization across Recruiting Service, there is a list of authorized annual awards, see Table 5.6, for HQ AFRS, groups, and squadrons. The responsibility to ensure that awards match the level of accomplishment fall upon the Commanders.

At the annual banquet, squadrons are allowed to issue the following awards: Top Flight Chief, Top Recruiter, Top Enlisted Programs Recruiter, Top Rookie Recruiter, Top Officer Accessions Recruiter, Top Enlisted Programs Flight, Top Support NCO (8R000), Top Support NCO (Non 8R000), Top Civilian, Spouse of the Year, CC's Achievement Award, CCU's Achievement Award, and CC's Significant Improvement Award. Recruiting Service presents these and other squadron and individual awards. The achievement awards, recognition programs, and criteria pertaining to these awards are described in Tables 5.6, 5.7, and 5.8.

c. Recruiting Service Olympiad Award

The Recruiting Service Olympiad Award recognizes recruiters who have extended 55 or more non-prior service (NPS) applicants during the FY for additional active duty. This is a three-tiered program with bronze, silver, and gold olympic-type medals. A bronze medal is awarded to recruiters who extend 55 to 64 NPS applicants

during the FY. A silver medal is awarded to recruiters who extend 65 to 79 NPS applicants during the FY and a gold medal is awarded to recruiters who extend 80 or more NPS applicants during the FY. Recruiters who extend 100 or more have their name engraved on the "Century Club" plaque on permanent display in Recruiting Service headquarters.

d.   *Operation Blue Suit*

Operation Blue Suit is the Recruiting Service commander's special incentive program. The Recruiting Service commander publishes the criteria for this program annually. Additionally, recruiting groups and squadrons are highly encouraged to develop Blue Suit-type incentive programs for special emphasis or to enhance annual awards programs.

e.   *Senior and Master Recruiter Badge Program*

The award of Senior and Master Recruiter Badges recognizes enlisted recruiters and enlisted supervisors of production programs whose outstanding production has enhanced the mission of Recruiting Service. The badges are for specified achievement and those who are considered for this award can not have any pending or substantiated integrity violations in the competition year being considered.

To be eligible for the Senior Recruiter Badge, production recruiters and flight chiefs must achieve 100 percent in each assigned goal. Additionally, any production recruiter who receives a NET RES goal must achieve 115 percent NET RES production.

Master Recruiter Badge: Each squadron commander awards one Master Recruiter Badge. To be eligible to receive this award, recruiters must have been awarded

the Senior Recruiter Badge during that FY. Selection is at the discretion of the squadron commander, subject to the group commander's review.

Senior and Master Recruiter Rings: As of the FY98 competition year, recruiters who earn their fourth or higher Senior Recruiter Badge are also awarded a Senior Recruiter Ring. Similarly, all Master Recruiter Badge winners will be awarded a Master Recruiter Ring.

Table 5.6 Authorized Annual Awards

Category	Squadron	Group	HQ AFRS
Top Recruiter	X	X	X
Top Enlisted Programs Recruiter	X	X	X
Top OA Programs Recruiter	X	X	X
Top Rookie Recruiter	X	X	X
Top Support NCO (8R000)	X	X	X
Top Support NCO (non 8R000)	X	X	X
Top Civilian	X	X	X
Top Enlisted Programs Flight	X	X	X
Spouse of the Year	X	X	X
CC's Achievement Award	X	X	
CCU's Achievement Award	X	X	
CC's Significant Improvement Award	X	X	
Top Flight Chief	X		
Top Flight Recruiter for Each Flight[1]	X		
Top Training Branch		X	
Top Marketing Branch		X	

Table 5.6 Authorized Annual Awards (cont.)

Top Squadron Operations Flight		X	
Top Squadron Support Flight		X	
Top NPS Flight Chief		X	X
Top OA Flight Chief		X	X
Top OA Flight		X	X
Top MEPS		X	X
Top Squadron Safety Award		X	X
Top Squadron Enlisted Programs		X	X
Top Squadron			X
Most Improved Squadron			X
AFRS/CC Award of Excellence			X
Langley Spirit Award			X
Squadron Standard of Excellence Award			X
Flight Standard of Excellence Award			X
MEPS Standard of Exellence Award			X
BMT Attrition Award			X

Source: Air Force AETC Instruction 36-2804, November 6, 1998.
[1]Top Flight Recruiter for each flight will not be presented at the banquet.
[2]These awards are authorized for issuance during the annual conference.

Table 5.7 Squadron Awards

Category	Criteria	Award Element
Overall Top Squadron	Top squadron based on AFRS/CC criteria.	Plaque
Most Improved Squadron[1]	The squadron improving the most during the FY. No specific criteria is established.	Plaque
Top Enlisted Programs	Squadron with the highest total points in NET RES and EAD. Must meet EAD and NET RES goals.	Plaque
AFRS Commnder's Award of Excellence	Presented to the squadron which, in the AFRS/CC's opinion, has made significant contributions to the success of Recruiting Service.	Plaque
Top Military Entrance Processing Station (MEPS)	Presented to each assigned LNCO-based on HQ AFRS MEPS competition.	Plaque
Squadron Annual Standard of Excellence Award for Enlisted Programs	Achieves goal in NPS EAD, NPS NET RES, total ROTC applications, and minority ROTC applications. Additionally, NET RES production must equal 115 percent or higher.	Plaque
Flight Annual Standard of Excellence Award for OA Programs	Achieves goal in MC, Nurse overall, BSC, DC overall, HPSP MSC, and OTS overall.	Plaque
Annual Standard of Excellence Award for MEPS	Achieves 64 percent in mechanical bookings, 9 percent in hard-to-sell, 3 percent in special test, 9 percent for 6-year contracts, and zero erroneous enlistments.[2]	Plaque
Flight Annual Standard of Excellence Award for Enlisted Programs	Achieves goal in NPS NET RES and total ROTC applications. Additionally, NET RES production must equal 115 percent or higher.	Plaque
Top Squadron Safety Program[1]	Criteria for nomination are inspection and evaluation reports, mishaps and prevention initiatives, military and civilian mishap experiences, and GSA vehicle mishaps.	Plaque

Source: Air Force AETC Instruction 36-2804, November 6, 1998.
[1]Nomination required.
[2]Percentages determined by final results of HQ AFRS MEPS competition. Mechanical bookings are determined by number of mech qualified applicants reserved a mechanical job.

Table 5.8 Individual Achievement Awards

Category	Criteria	Award Element
Top NPS Flight Chief[1]	Awarded to the NPS flight chief who demonstrates effective management and leadership principles. The flight must achieve all assigned goals.	Plaque
Top OA Flight Chief[1]	Awarded to the OA flight chief who demonstrates effective management and leadership principles. The flight must achieve at least 100 percent in MC, Nurse overall, BSC, DC overall, MSC, HPSP, and OTS overall	Plaque
Top Enlisted Programs Flight	Awarded to each member of the flight that achieves all assigned goals and has the highest NET RES production.	Plaque
Top Officer Accessions Flight	Awarded to each member of the flight that achieves the highest total of points in the AFRS competition program.	Plaque
Top Recruiter	Selected from winner of Top Enlisted and Top Officer Accessions Programs.	Plaque
Top Rookie Recruiter[1]	Achieves all assigned annual goals. Based on nominee's first 12 months of production. Nominee competes in the FY in which the 12th month concludes.[2]	Plaque
Top Enlisted Programs Recruiter	Achieves all assigned annual goals.	Plaque
Top Officer Accessions Program Recruiter[1]	Achieves all annual assigned goals. (If a recruiter is part of a medical team and no individual goals were assigned, recruiter can only be nominated if team achieves 100 percent of all goaled programs).	Plaque
Langley Spirit Award[1]	Presented in memory of Mr. Bill Langley, founder of Operation Blue Suit. Awarded to the individual who embodies the spirit, enthusiasm, and determination to accomplish the mission.	Plaque
Top Support NCO (Non-8R000)[1]		Plaque
Top 8R000 Support NCO[1]		Plaque
Top Civilian[1]	Contributes to initiatives and activities that impact Recruiting Service and or Air Force mission.	Plaque
Spouse of the Year[1]	Same as Top Civilian.	Plaque
Recruiting Service Olympiad	Recruiters who extended active duty (EAD) 55 or more nonprior service (NPS) applicants on active duty during the FY.	Gold, silver, or bronze medal
Senior and Master Recruiter Badge	See Senior and Master Recruiter Badge paragraph.	Silver or gold badge with star
Senior and Master Recruiter Ring	See Senior and Master Recruiter Ring paragraph.	Silver or gold RS ring
Operation Blue Suit	This is the Recruiting Service commander's special incentive program. The Recruiting Service commander publishes criteria for this program annually.	Shadow box
BMT Attrition Award	The NPS recruiter and NPS flight in each squadron with the lowest BMT attrition for the FY must be across the board for the FY to compete.	Plaque

Source: Air Force AETC Instruction 36-2804, November 6, 1998.

[1]Nomination required.

[2]If eligible, wear of gold or senior badge authorized with "R" in place of number signifying "ROOKIE."

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B. SIMILARITIES AND DIFFERENCES AMONG THE INCENTIVES

1. Discussion

The formal national incentive programs previously described for each service provide a summary of the programs used to maximize recruiter productivity. All four services have different incentive programs, yet they have the same goal in accessing enough recruits to meet a congressionally mandated "end strength", while maintaining their own quality standards.

The differences between incentive programs across the services and over the past 10 years may stem from cultural differences among the services, and from factors associated with the drawdown. Additionally, some of the variances in incentive programs come from how each service responds to solving their problems in attaining accession objectives at various levels within their service. However, in general, the variety of incentive programs and the changes made to them suggests that each service seeks to find the best incentive plan to fit their needs (Asch and Oken, 1997).

Although there are differences in each incentive program, each recruiting command has a similar system of awards for the top-performing units or individuals or both. Awards range from letters of commendation, plaques and badges, to medals and even promotion. Although it is difficult to neatly classify each service's incentive programs into simple categories which are easily comparable, the following tables attempt to identify common areas that can be used for comparison. The value of these comparisons are in their identification of some of the similarities and differences of how the services reward recruiter productivity which may highlight possible practices that could be imported by USAREC.

Table 5.9 is an updated version of a table created by Asch and Oken (1997). It provides a general summary of two characteristics of each service's national level recruiting plans. The characteristics include the primary award emphasis, either on the individual or unit, and the eligibility basis for the award.

Table 5.9 Summary Characteristics of Service Recruiting Programs

Service and Plan	Year	Primary Emphasis[a]	Eligibility Basis[b]
Army			
Annual Recruiting Edge	1999	Individual	Absolute
Navy			
Total Force Teamwork	1998	Individual Unit	Contribution
Marine Corps			
National Plan[c]	1998	Individual	Relative
Air Force			
Competition System	1999	Individual	Relative
Awards Program	1999	Unit	Mixed

Source: Adopted from Asch and Oken 1997.

[a] "Individual" indicates emphasis on incentives for individual recruiters; "unit" indicates emphasis on unit incentives.

[b] "Absolute" indicates that award eligibility rests on achieving specified numbers; "relative" indicates that eligibility depends on achieving better numbers than others achieve; "contribution" indicates that eligibility depends on total contribution to the team effort.

[c] The Marine Corps depends on lower commands to create and manage competition and awards plans in addition to the national plan.

a.   Primary Emphasis

All the services have varying ways to reward either individuals or units and they differ by what they place the most emphasis on. Emphasis can be placed on incentives for the individual recruiters or emphasis can be placed on incentives for units. In some situations, services place emphasis on both. The Army and Marine Corps' emphasis is on individual awards, whereas the Air Force's is on both individual and unit. The Navy's emphasis is on the team concept. Since recognizing that the team concept is central to the way the Navy conducts its day-to-day business, CNRC directed that team

production, called *Total Force Teamwork*, be the standard by which recruiting personnel are expected to perform and earn recognition for superior performance.

b.   Eligibility Basis

Awards are given for either absolute performance, attaining a certain criteria, or relative performance, coming out at or near the top in a competition.

Table 5.10 condenses the service's recruiter incentive awards into common categories for analysis and comparison. To simplify some of the variances in the service's incentive programs, some categories were combined. The blackened boxes in Table 5.10 indicate commonality in awards among the services.

The individual point or mission achievement category refers to the incentive programs in which award achievement is based upon a point value system or achievement of the assigned recruitment mission. The Army's incentive program is primarily centered around this category.

This category contains the most similarities between the services. Both the Navy and the Marine Corps award letters of commendation from various echelons in their respective chain of commands for point or mission achievement. The Navy and the Air Force both award plaques for point or mission achievement in various categories of their incentive programs. The Army and the Air Force provide badges to recruiters who achieve the required points for their specified category.

The team point or mission achievement category is the same as the individual category but places the emphasis on the team or unit concept. The Navy's incentive program focuses primarily in this category due to their emphasis on the Total Force

Teamwork concept. This is one of the categories where no similarities in awards could be identified.

All services award their recruiter of the year for the best performance in recruitment or achievement of the most points related to quality and quantity of recruits. The only similarities in this category are between the Navy and the Marine Corps. Both services recognize their recruiters of the year with a commendation medal. Additionally, the recruiter of the year for the Marine Corps is meritoriously advanced.

The category for recruiter superior performance refers to overall performance. This is the Marine Corps primary emphasis in awarding any Marine. In addition to their three national level incentive awards, recruiters are awarded for their performance in accordance with the Navy and Marine Corps Awards Manual and SECNAVINST 1650.1F, August 8, 1991. The Navy meritoriously advances their recruiters who demonstrate superior performance in recruiting as determined by their Commanding Officer.

The last category, recruiter with the least amount of attrition refers to recruiters with the least amount of recruits that drop-out prior to graduating from bootcamp. The Army places great emphasis on the importance of this concept and has established an individual program to recognize it, the Basic Training Pride in Ownership Incentive Program. The Navy emphasizes the importance of this concept by awarding point values to recruiters exponentially as certain milestones are attained. Navy recruiting teams receive 10 percent of the points when applicants enter the DEP, 40 percent when they ship, and the last 50 percent of the points when the recruit graduates from bootcamp.

Table 5.10 Comparison of Service Awards

Service	Award Category/Program	Meritorious adv	Comm Medal	Achieve Medal	Letter of Comm	Certificate	Savings Bond	Coins	Gold Wreath Trophy	Plaque	Gold Star	Badges	Sapphire Star	Recruiter Ring
Army	Individual point/mission achievement[a]										x	x	x	x
Navy	Individual point/mission achievement[b]				x[c]						x	x		
Marine Corps	Individual point/mission achievement				x[d]									
Air Force	Individual point/mission achievement										x	x[e]		
Army	Team point/goal achievement[f]													
Navy	Team point/goal achievement		x[g]	x	x[c]				x					
Marine Corps	Team point/goal achievement													
Air Force	Team point/goal achievement											x[h]		
Army	Recruiter of the Year						x	x	x	x				
Navy	Recruiter of the Year		x											
Marine Corps	Recruiter of the Year	x	x											
Air Force	Recruiter of the Year									x				
Army	Recruiter superior performance													
Navy	Recruiter superior performance	x[i]												
Marine Corps	Recruiter superior performance				x	x								
Air Force	Recruiter superior performance													
Army	Top Recruiter with least amount of attrition						x	x						
Navy	Top Recruiter with least amount of attrition[j]													
Marine Corps	Top Recruiter with least amount of attrition													
Air Force	Top Recruiter with least amount of attrition													

Source: Author

[a] Awards for Army recruiters are earned sequentially as they accumlate incentive points. They earn 3 consecutive gold stars, a gold badge, 3 consecutive sapphire stars, a recruiting ring, and the last award is the Glen E. Morrell Award

[b] Point values awarded increase exponentially as each milestone is attained.

[c] CNRC LOC is issued with the 5th and 15th Gold Wreath Award, CNP LOC is issued with the 10th Gold Wreath Award and CO LOCs are issued with all others.

[d] Commendation from the Commandant of the Marine Corps.

[e] Senior Recruiter Badge for 100% achievement of assigned goal.

[f] Each team individual receives a maximum of 50 points if their unit achieves the total quantity and quality mission assigned and when the next higher-level command achieves its mission box.

[g] Third and subsequent production award.

[h] If team meets the criteria for Senior Recruiter Badge, all members receive a silver badge and are eligible for the Master Recruiter Badge.

[i] Recruiting Excellence Incentive Program (REIP). Recognizes superior performance.

[j] Awards 50% of point value to recruiters only when their applicants graduate from bootcamp.

Key findings from the comparisons of services with respect to the use of incentive awards are displayed in Table 5.11.

Table 5.11 Key Findings

Award Category	Summary
Individual point/mission achievement	Most similarities among the services. Similar awards for meeting service requirements, i.e., achieving accession goals.
Team point/mission achievement	Navy placed most emphasis on team concept. Other services focused more on individual performance.
Recruiter of the year	Strongly emphasized by top leadership in all services.
Recruiter superior performance	Navy and Marine Corps recognize special category for 'Superior Performance.'
Top recruiter with the least amount of attrition	Army and Navy reward recruiters for reducing recruit attrition through graduation from bootcamp.
Incentive program effectiveness	All services have justified program effectiveness mostly in terms of meeting accession goals.

C.   SUMMARY

With the exception of the Marine Corps, the services have developed extensive incentive programs at the national level to motivate recruiter productivity. While the Marine Corps uses three award categories, the number of award categories among the other services vary between nineteen and thirty-two. To account for this variance, numerous awards were condensed into common categories for comparison simplification. Once this was done, similarities and differences were identified.

All services use a point or mission achievement category to recognize their recruiters. This category had the most similarities with respect to awards given. In

regard to award emphasis, the Navy places most of their emphasis on the team concept while the other services focus more on individual performance. The recruiter of the year is a category used by all services and is strongly emphasized by top leadership. Most of the highest awards given are for recruiters of the year. The Army and the Navy similarly place strong emphasis on less attrition. Both services reward recruiters for reducing recruit attrition through graduation of bootcamp. Another similar category is between the Navy and the Marine Corps were both recognize a special category for 'Superior Performance.' The awards issued for this category are among the highest given by the Navy and Marine Corps.

Beyond review of the actual incentive programs, there were discussions with various personnel at the services' recruiting headquarters to determine how the services measure the effectiveness of their own incentive programs. It was found that all services have been justifying program effectiveness mostly in terms of meeting accession goals. Other than the measurement of meeting goal, there has been relatively little use of other quantitative techniques to measure recruiter incentive effectiveness.

While the current incentives being used by the services are probably effective in eliciting a certain degree of effort, it appears they have topped out in their ability to draw additional productivity from recruiters. Therefore, it's beneficial to consider possible alternatives to improve the current incentive programs.

The use of individual monetary incentives to promote improved productivity appears to be an effective tool used by many American corporations. However, the military has been unable to implement such an incentive to increase recruiter productivity. Although there are legal issues to address, individual monetary incentives

could be beneficial and cost effective for diminishing the current recruiting shortfalls. It would be worth while to conduct a cost-benefit analysis between the current incentive programs and the use of an individual monetary incentive plan.

Additionally, based on Herzberg's motivation theory, efforts could be made to focus less on extrinsic awards and more on the intrinsic needs. Herzberg (1959) stated that factors which lead to positive job attitudes are the motivation factors. The factors that satisfy an individual's need for self-actualization in his work. Herzberg further stated that the conditions which surround the doing of the job cannot give the individual this necessary satisfaction of self-actualization. It is only from the performance of a task that the individual can get the rewards that will reinforce his or her aspirations. It is a set of intrinsic job conditions that help build levels of motivation, which in turn can lead to good job performance. Conditions such as work itself, personal growth and development, responsibility, and achievement are related to job content and are called the "motivators" or satisfiers. The motivators fit the need for creativity and the hygiene factors satisfy the need for fair treatment. Therefore, to achieve the desired job attitude and performance, the right incentive must be used. The type of incentives that would maximize these intrinsic motivators is worthy of further research.

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VI. DISCUSSION AND RECOMMENDATIONS

A. INTRODUCTION

Herzberg stated that an individual must first be satisfied with his or her job before an effort can be applied to increase that individual's productivity. Herzberg's research set out to answer the question, "What does the worker want from his job?" After a review of the current incentives being used by the U.S. Army as well as the other services, it appears the answer to this question is still unclear. Recruiter incentive programs have been continually adjusted and changed at the national level for the past 15 to 20 years to try to improve recruiter productivity in specified areas and categories. However, the frequency of changes suggests that the services themselves are still somewhat unclear as to what incentive plan best fits their needs in any given set of circumstances (Asch and Oken, 1997).

B. DISCUSSION

In general, current incentives appear to motivate some recruiters to perform. However, the environment of the late 1990's is causing problems for recruiters, i.e., many are not attaining accession goals. Although there is a strong argument that the good economy is the source of recruiting shortfalls, it is also possible that the current incentive programs are insufficient. This study indicates that although each of the services' approach to improving recruiter productivity through incentives vary, no clear practice stands out as the most effective in increasing recruiter productivity. Alternative approaches may be necessary to improve or supplement the current programs to be effective in today's challenging recruiting environment.

C. RECOMMENDATIONS

With the overall goal of identifying an incentive plan that best fits USAREC's needs in any given set of circumstances, further research is required. As stated by and in concurrence with Asch and Oken (1997), a model of recruiter behavior and how it responds to various factors, including incentives, needs to be explored. Additionally, the need for empirical estimates based on this model that would indicate how recruiter behavior responds to alternative incentive plans is worthy of exploration.

Greater emphasis should be placed on intrinsic awards. Conditions such as work itself, personal growth and development, responsibility, and achievement are just a few of the intrinsic motivators which could improve job attitude and performance. Most of the focus has been centered around extrinsic awards such as medals, letters of commendation, plaques, trophies, etc. The potential problem is that these types of extrinsic awards are possibly inadequate in increasing productivity for all recruiters faced with today's challenging recruiting environment. The services have spent a lot of time and effort over the years in describing and outlining the requirements in instructions for qualification and achievement of certain awards. Although this effort has apparently kept recruiters informed, it also appears they've been simply telling recruiters what should motivate them to improve productivity vice placing more emphasis on exploring what recruiters really want from their jobs.

Additionally, the complexity of the national incentive programs are potentially problematic. The number of awards and categories that have been developed to cover every possible situation may be excessive. It appears that a new award or criteria is added to national programs each time a new accession requirement is identified. Many

recruiters already work towards achievement of incentive programs developed by their immediate chain of command. Allowing the subordinate stations to handle specifics may better serve the interest of the services' recruiting headquarters.

Lastly, it would be beneficial to develop new ways to measure incentive program effectiveness. Program effectiveness has primarily been measured in terms of meeting accession goals. Beyond this form of measurement, there has been relatively little use of other quantitative measurement techniques.

D. AREAS FOR FURTHER RESEARCH

This study presents a foundation for further research in identifying rewards that produce the best results, rewards that produce little or no results, and rewards that produce unintended consequences incongruent with USAREC's goals. Additionally, it establishes a foundation for research in identifying local best practices that supervisors and subordinate commanders can use to motivate production which could lead to identifying new or revised incentives which would be motivating to the recruiting force.

The following areas require further research:

1. Identification of the most and least effective incentives in use by USAREC.

2. Identification of current USAREC rewards that lead to unintended and undesired consequences.

3. Identification of the best USAREC incentive programs initiated by subordinate units.

4. Identification of new or revised incentives which could improve USAREC's recruiter productivity.

5. Development of methods to measure the effectiveness of a variety of incentives.

6. Identification of intrinsic motivators for recruiters

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